

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, December 5, 2014 at the hour of 8:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

## **I. Attendance/Call to Order**

Acting Chairman Collens called the meeting to order.

Present: Acting Chairman Lewis M. Collens and Director Ada Mary Gugenheim (substitute Member) (2)  
Directors Hon. Jerry Butler, Emilie N. Junge and Carmen Velasquez

Absent: Chairman Dorene P. Wiese (1)

Additional attendees and/or presenters were:

Randolph Johnston – Associate General Counsel  
Gladys Lopez – Chief of Human Resources  
Barbara Pryor – Deputy Chief of Human Resources  
Jennifer Purcell – Labor Employment Attorney

Elizabeth Reidy – General Counsel  
Deborah Santana – Secretary to the Board  
John Jay Shannon, MD –Chief Executive Officer  
Agnes Therady – Executive Director of Nursing

## **II. Public Speakers**

Acting Chairman Collens asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speakers:

1. George Blakemore Concerned Citizen

## **III. Report from Chief of Human Resources (Attachment #1)**

Gladys Lopez, Chief of Human Resources, presented her report, which included information on the following subjects: Comparison of Vacancies Filled - FY2013-FY2014; FY2014 Vacancies Filled by Hiring Source; FY2014 Vacancies Filled by Quarter; FY2014 Vacancies Filled by Internal Candidates; FY2014 Vacancies Filled by Job Type; FY2014 Nursing Vacancies Filled; Candidate Source for Licensed Nurses; Internal Transfers and Promotions of Licensed Nurses; FY2014 Clinical vs. Non-Clinical Vacancies Filled; 2014 Separations and Hires; Recruiting Focus; Operations Update; and Labor Update. Barbara Pryor, Deputy Chief of Human Resources, reviewed the information relating to the Operations Update. The Committee reviewed and discussed the information.

Director Velasquez inquired regarding the recruitment of positions that have a preferred qualification of fluency in a language other than English; she asked how fluency in that language is evaluated in prospective candidates. Ms. Lopez responded that some hiring managers have a conversation, ask questions, or conduct the interview with the candidate in that language; other hiring managers provide a written questionnaire to the candidate with questions posed in that language. Acting Chairman Collens expressed concern that the evaluations may not be comprehensive enough to determine levels of fluency necessary for an individual working in a health care environment. Director Velasquez stated that fluency level is an issue; for example, if a person has cancer and has to make life-altering decisions and does not speak fluent English, the fluency level of the clinician is critical. Dr. John Jay Shannon, Chief Executive Officer, suggested that staff provide a presentation on how the System interacts with individuals who do not speak fluent English; because the subject matter more closely relates to quality, he recommended that the presentation be made to the Quality and Patient Safety Committee.

**IV. Action Items**

**A. Minutes of the Human Resources Committee Meeting of November 7, 2014**

Director Gugenheim, seconded by Acting Chairman Collens, moved to accept the minutes of the meeting of the Human Resources Committee of November 7, 2014. THE MOTION CARRIED UNANIMOUSLY.

**B. Any items listed under Sections IV and V**

**V. Closed Meeting Items**

**A. Discussion of personnel matters**

**B. Update on labor negotiations**

**C. Discussion of litigation matters**

Director Gugenheim, seconded by Acting Chairman Collens, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.” THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Acting Chairman Collens declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

**VI. Adjourn**

As the agenda was exhausted, Acting Chairman Collens declared that the meeting was ADJOURNED.

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXX  
Lewis M. Collens, Acting Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Cook County Health and Hospitals System  
Human Resources Committee Meeting Minutes  
December 5, 2014

ATTACHMENT #1

# COOK COUNTY HEALTH & HOSPITALS SYSTEM HUMAN RESOURCES COMMITTEE

DECEMBER 5, 2014

Gladys Lopez, Chief of Human Resources



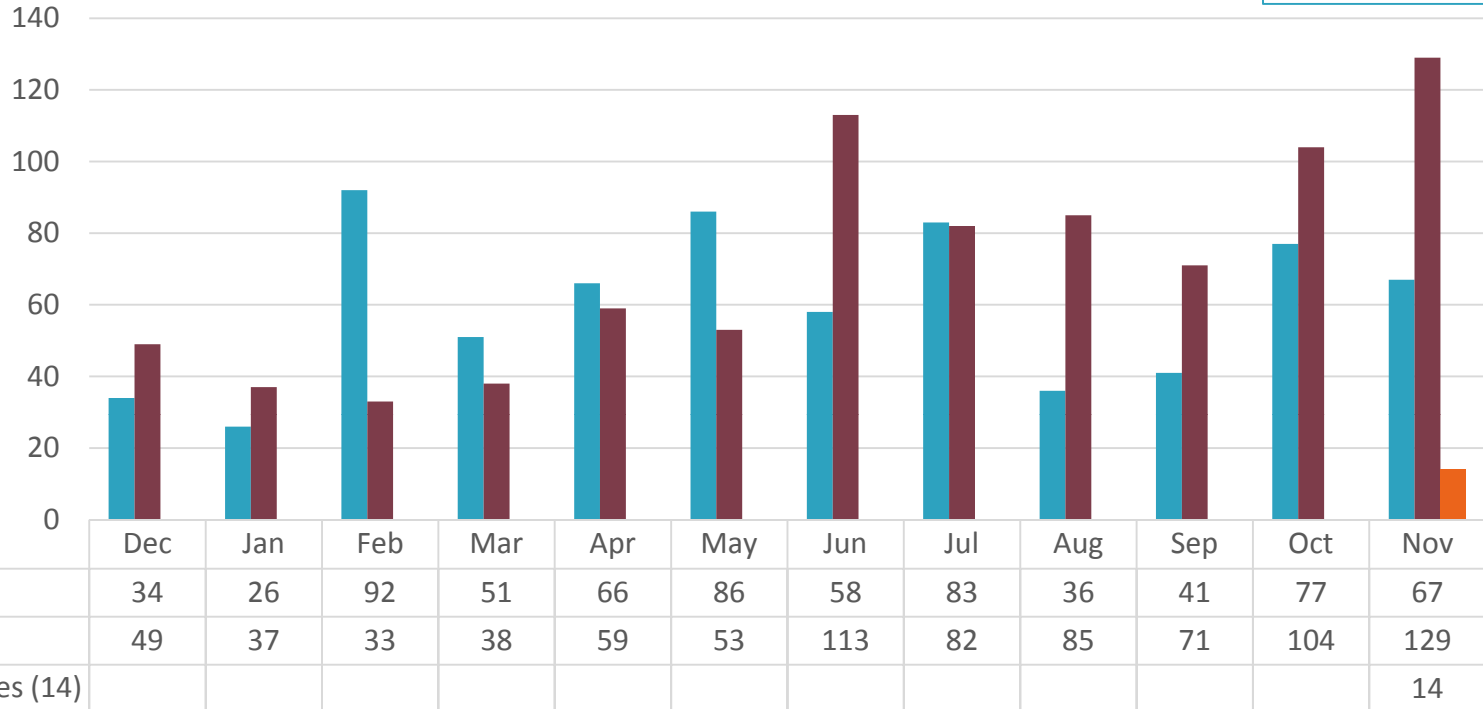
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# FY14 Hires: Comparison of FY13 TO FY14 (through 11/24/14)

## VACANCIES FILLED

Thru 11/24/14  
FY13 717  
FY14 853

# of Hires



COMPARISON OF VACANCIES FILLED

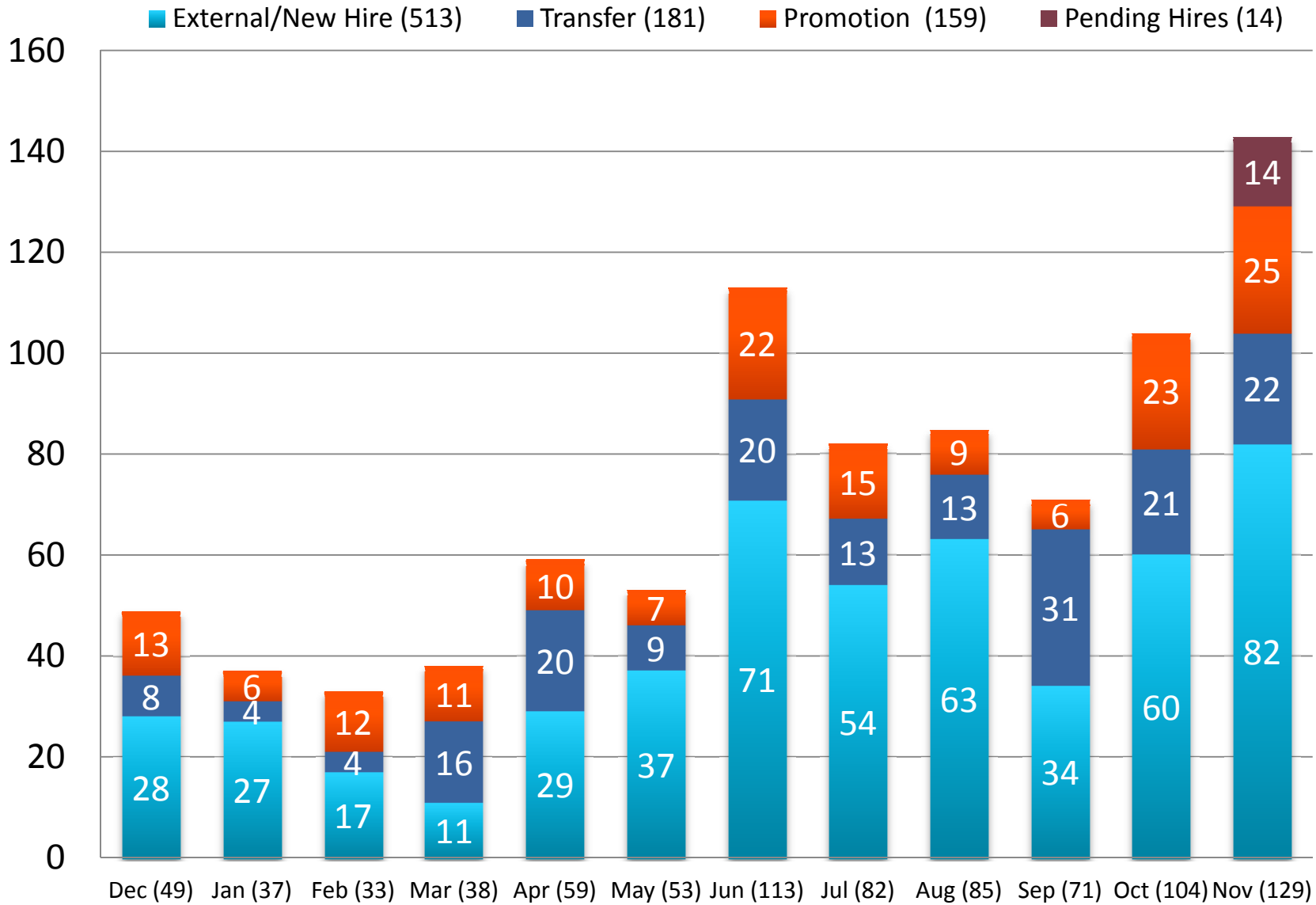
## FY14 Vacancies Filled by Job Function

Quarter Ended	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total
Job Function					
Licensed Practice Nurses	1	1	14	8	24
Nursing (CNI, CNII, APN, Nurse Coordinator, Clinician)	31	63	100	106	300
Physicians	25	15	31	26	97
Pharmacy	10	8	15	13	46
Other	52	63	120	151	386
<b>Total</b>	<b>119</b>	<b>150</b>	<b>280</b>	<b>304</b>	<b>853</b>



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## FY14 Vacancies Filled by Hiring Source



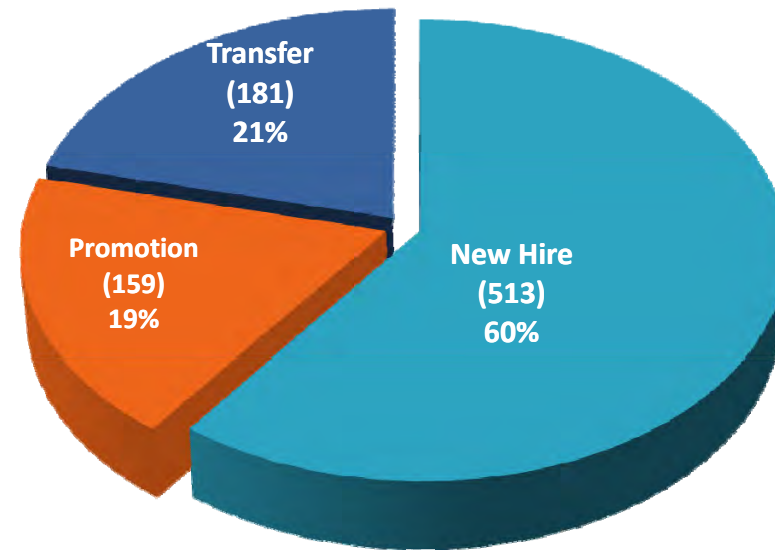
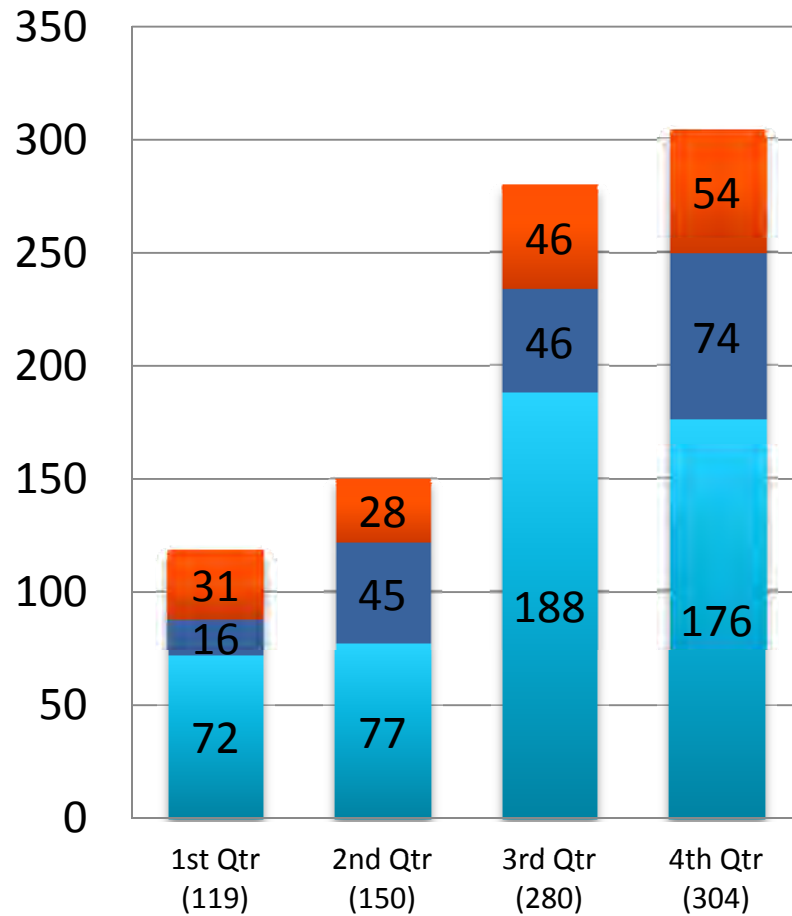
INTERNAL & EXTERNAL VACANCIES FILLED



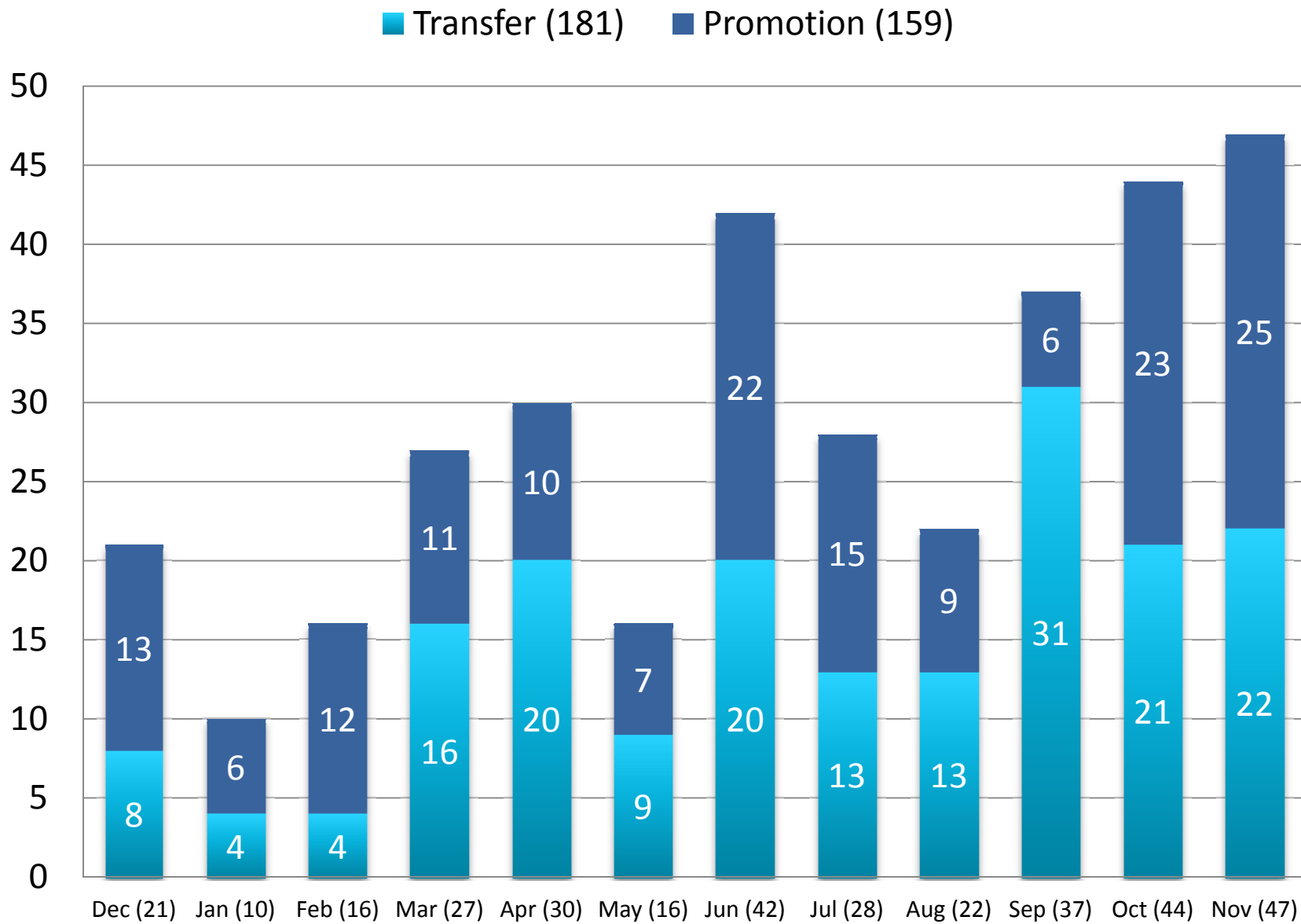
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## FY14 Vacancies Filled by Quarter

- New Hire (513)
- Transfer (181)
- Promotion (159)



## FY14 Vacancies Filled by Internal Candidates



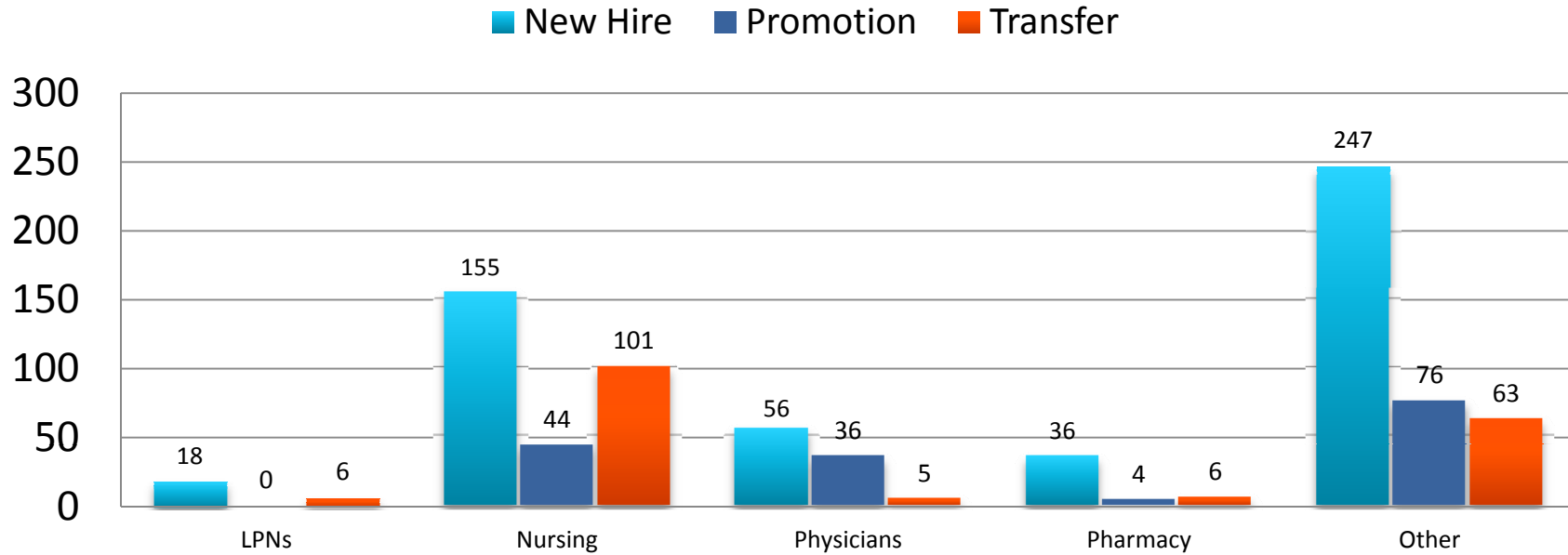
INTERNAL VACANCIES FILLED



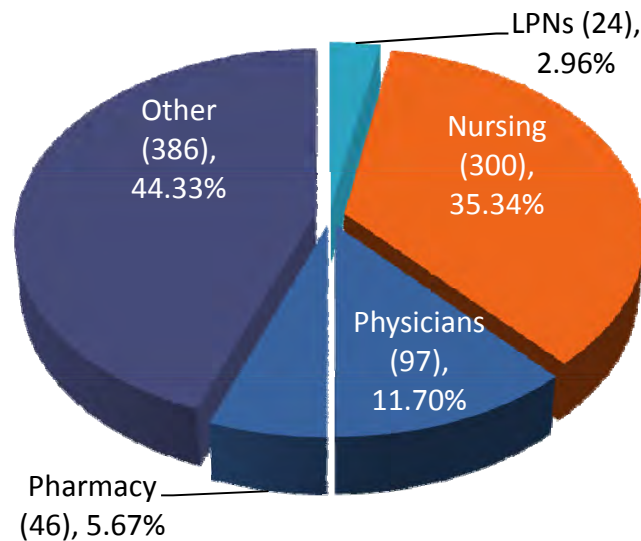
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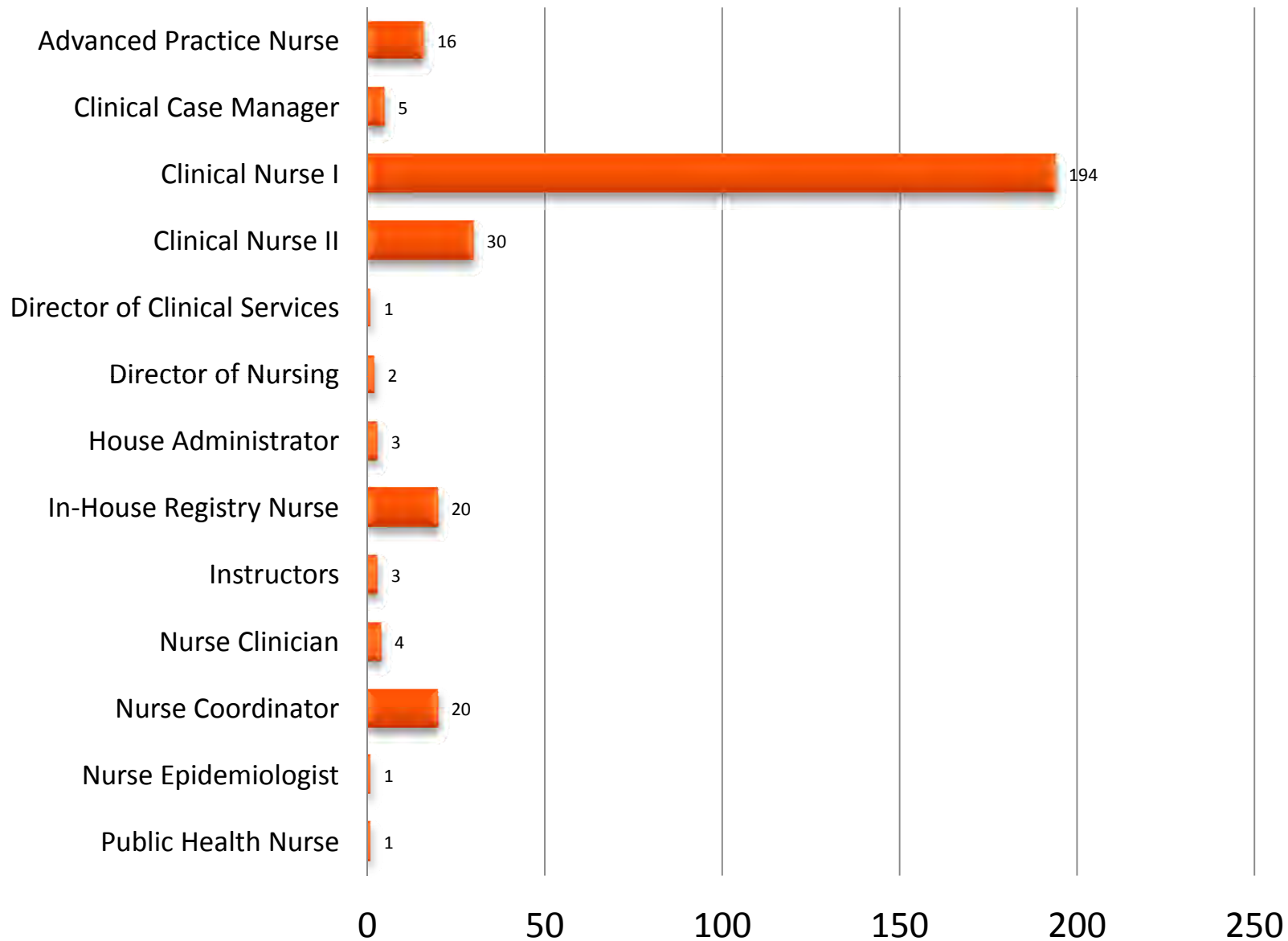
## FY14 Vacancies Filled by Job Type



## Breakdown of FY14 Vacancies Filled by Job Type



## FY14 Nursing Vacancies Filled - 300

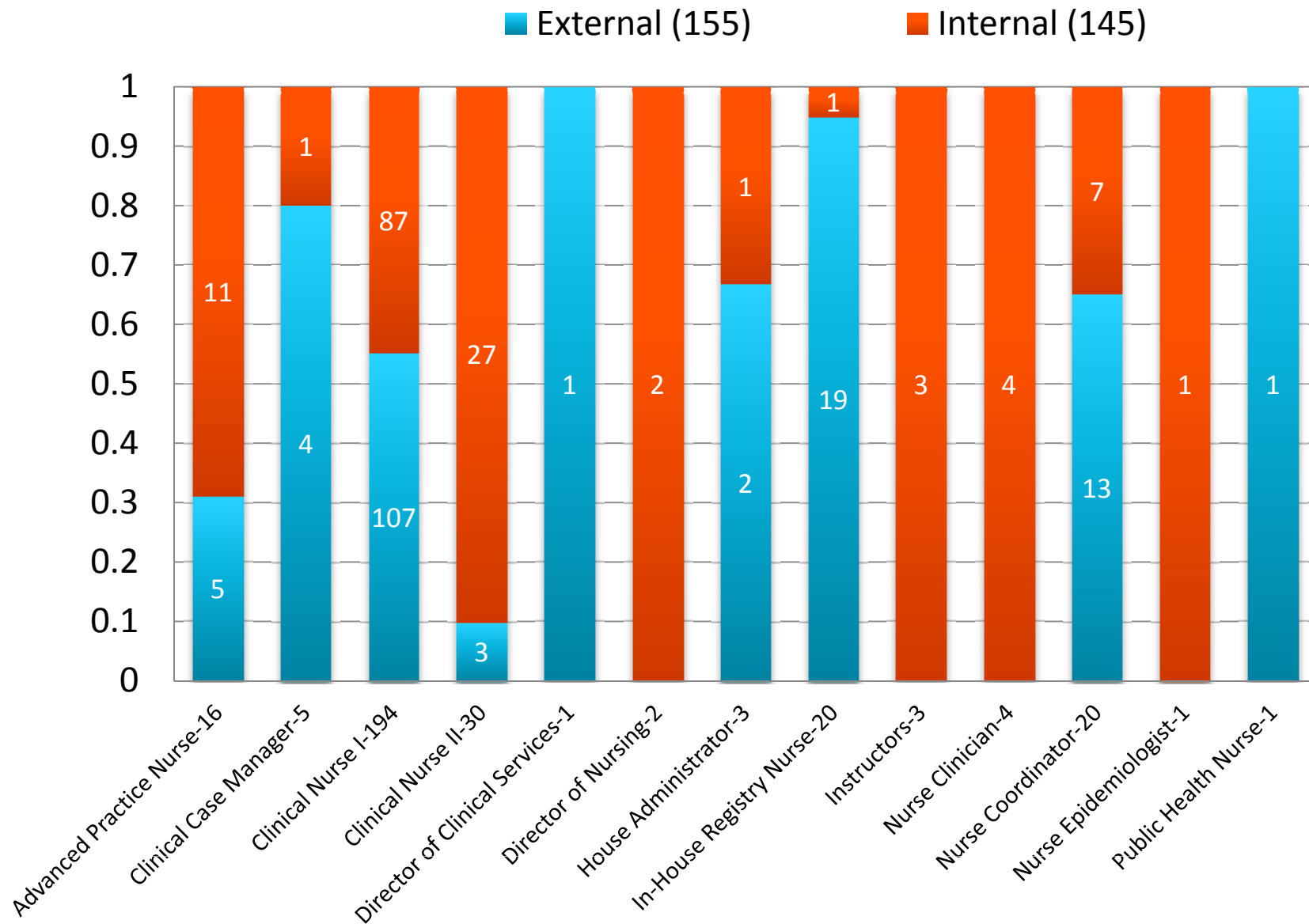


LICENSED NURSES



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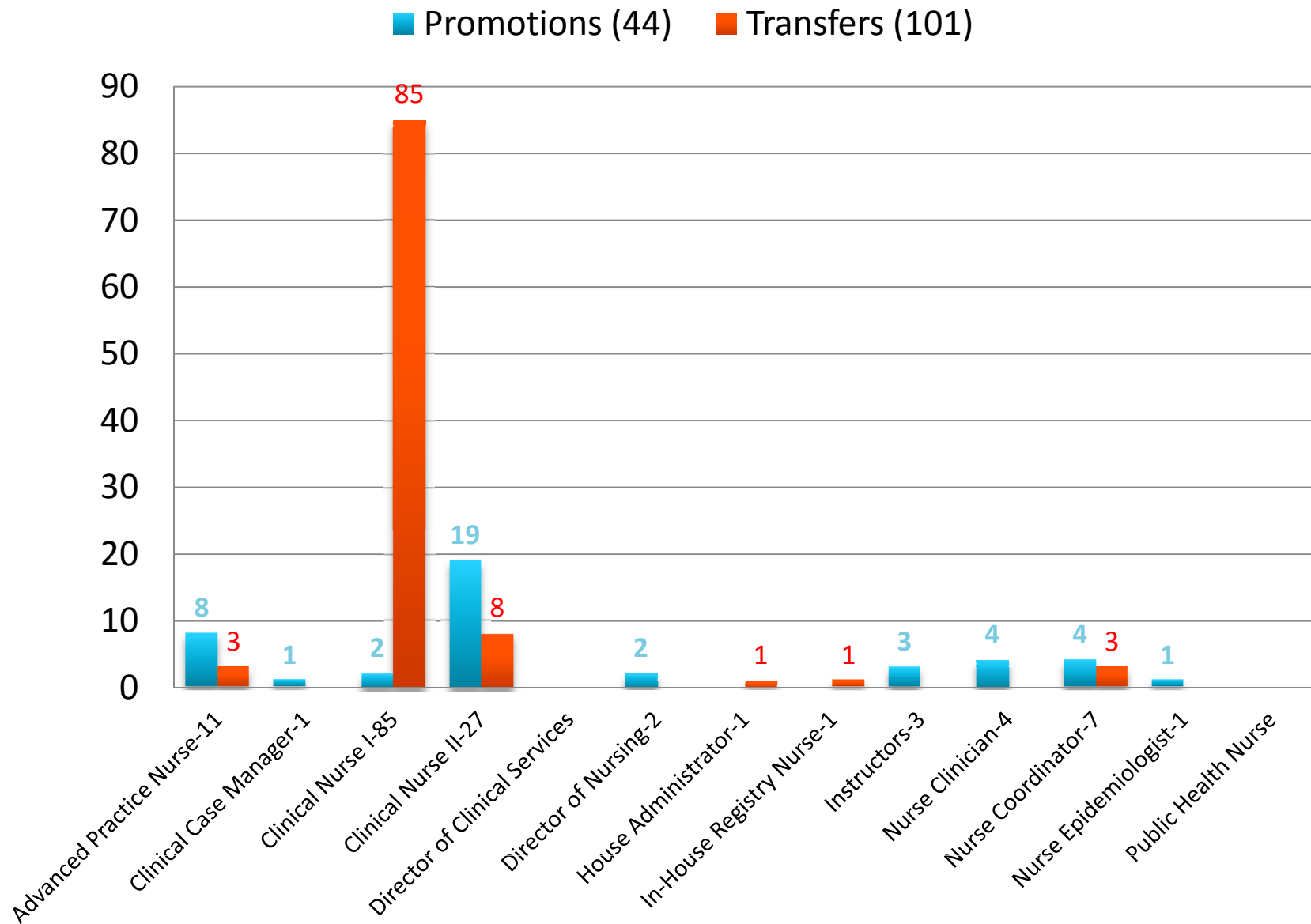
## Candidate Source for Licensed Nurses



LICENSED NURSES VACANCIES FILLED



## Internal Transfers and Promotions of Licensed Nurses



LICENSED NURSES VACANCIES FILLED

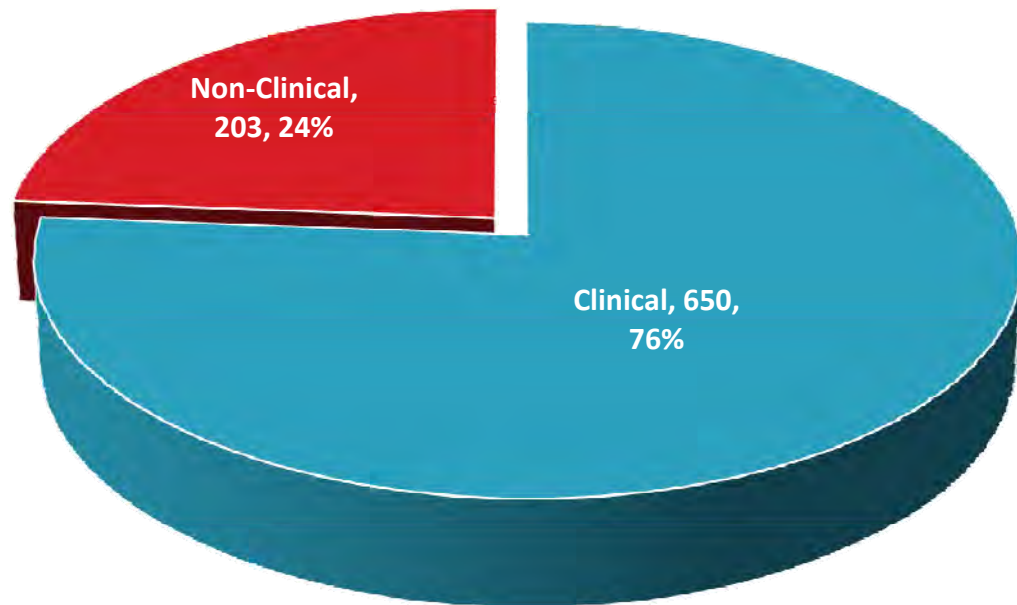


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## FY14 Clinical vs Non-Clinical Vacancies Filled (853)

Clinical Classifications / Titles
Attendant Patient Care
Biochemist
Biomedical Tech
Caseworker V
CAT Technologist
Correctional Medical Technician
Dentistry
Dietician
EKG Tech
Emergency Room Technician
Epidemiologist
Histotechnologist
Laboratory
Licensed Practical Nurse
Medical Assistant
Medical Social Workers
Medical Technologist
Mental Health Specialist
Nursing
Operating Room Technician
Ophthalmology Vision Tech
Orthopaedic Technologist
Pathologist Extender
Pathologist Extender
Patient Care Attendant
Pharmacy
Physical Therapist
Physician Assistant
Physicians
Quality
Radiology
Respiratory
Speech Language Pathologist
Ward Clerk

Non-Clinical Classifications / Titles
Building Service Worker
Business Manager
Business Office Supervisor
Clerical / Administrative
Cook
Executives
Finance
Hospital Police Officer
Human Resources / Labor Relations
Information Technology
Leadership / Management
Procurement / Supply Chain
Trades

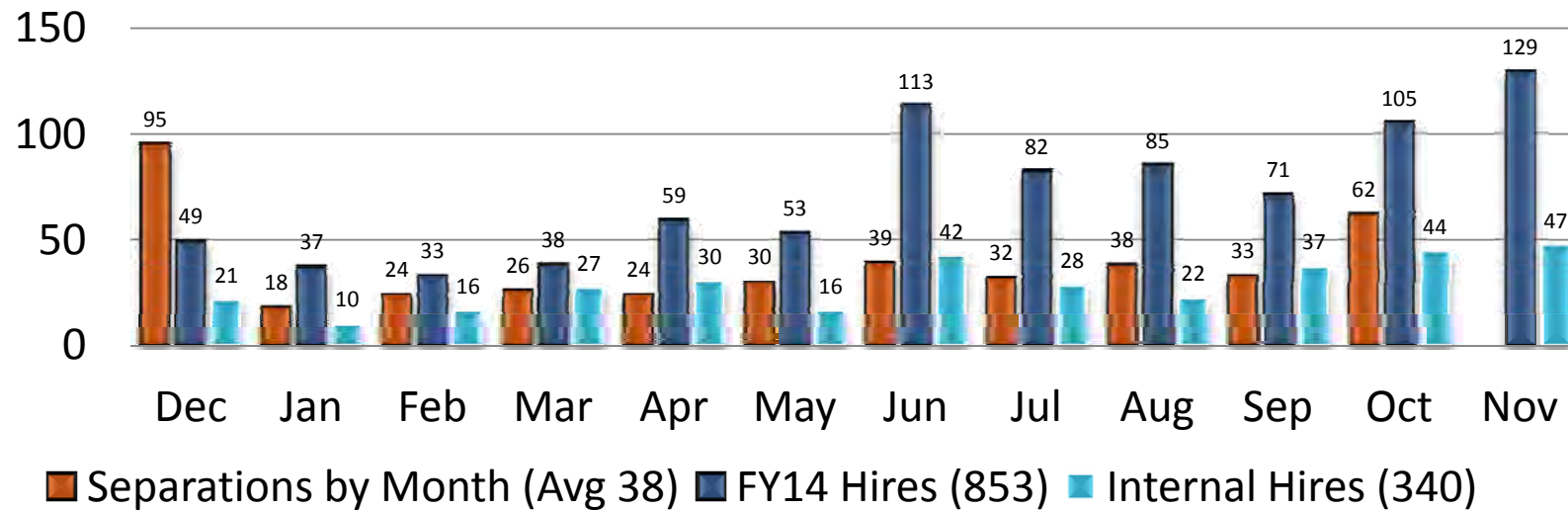


CLINICAL VS NON-CLINICAL VACANCIES FILLED

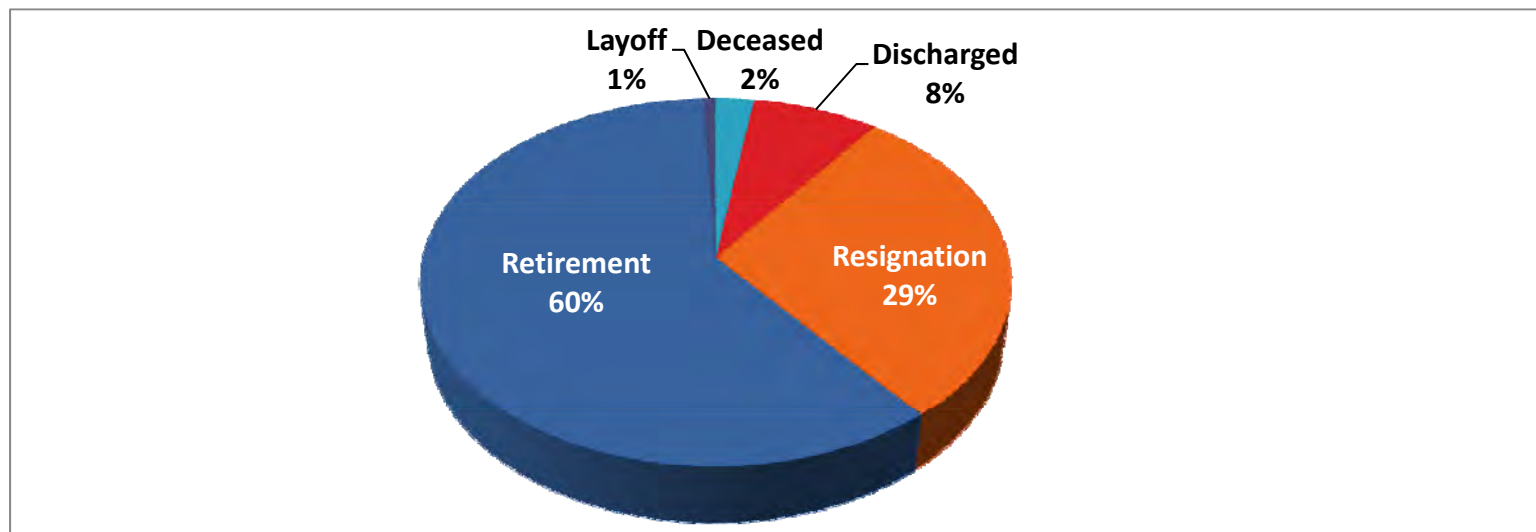


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## 2014 Separations & Hires



## Separations by Reason



# Recruiting Calendar and Advertising

**2015**

JANUARY							FEBRUARY							MARCH						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
		1	2	3	4						1			30	31					1
5	6	7	8	9	10	11	2	3	4	5	6	7	8	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28		23	24	25	26	27	28	29
APRIL							MAY							JUNE						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
		1	2	3	4	5					1			1	2	3	4	5	6	7
6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
27	28	29	30				25	26	27	28	29	30	31	29	30					
JULY							AUGUST							SEPTEMBER						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
		1	2	3	4	5	31				1	2		1	2	3	4	5	6	
6	7	8	9	10	11	12	3	4	5	6	7	8	9	7	8	9	10	11	12	13
13	14	15	16	17	18	19	10	11	12	13	14	15	16	14	15	16	17	18	19	20
20	21	22	23	24	25	26	17	18	19	20	21	22	23	21	22	23	24	25	26	27
27	28	29	30	31			24	25	26	27	28	29	30	28	29	30				
OCTOBER							NOVEMBER							DECEMBER						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
		1	2	3	4		30					1		1	2	3	4	5	6	
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			

## Goals

- Develop a long-range recruitment calendar to plan recruiting events (job fairs, advertising campaigns, establish networks with associations, colleges & universities)
- Provide a recruitment schedule targeted towards major healthcare disciplines
- Brand and position CCHHS as an employer of choice
- Identify sourcing channels target i.e.: colleges and university, industry associations/user groups; social networking sites.

## Cook County Health & Hospitals System

The 3<sup>rd</sup> largest healthcare system in the U.S.



<http://www.cookcountyhhs.org/about-cchhs/careers/>

- ✓ Rollout Hiring Plan for 2015
- ✓ Bundle positions to expedite the posting hiring cycle
- ✓ Use of Candidate Pools to leverage existing postings
- ✓ Continue Advertising External Nursing Vacancies on Job Sites
  - Nurse.com
  - HealthCareers
  - Indeed.com
  - Medical Workers.com
  - Job Target
  - Boxwood Technologies

## Cook County Health & Hospitals System

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<http://www.cookcountyhhs.org/about-cchhs/careers/>



# CareerMD – Job Fair Peoria, IL - Nov 19, 2014

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Peoria, IL

11/19/2014

Loma Linda, CA

12/01/2014

**REGISTER**  

Tell us where you want to work and we will keep you posted about vacancies in your specialty and geographic area of interest.

Complete a Profile

Position/Specialty	Facility/Location	Date
<b>ATTENDING PHYSICIAN SENIOR 12-NEURORADIOLOGY</b> Neurology	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>PHYSICIAN ASSISTANT I - VASCULAR SURGERY</b> Surgery-Vascular	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>ATTENDING PHYSICIAN VI - FAMILY MEDICINE</b> Family Medicine	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14





# CareerMD – Job Fair Peoria, IL - Nov 19, 2014

Position/Specialty	Facility/Location	
<b>DIRECTOR OF MEDICAL PROCEDURE SERVICE - HOSPITAL MEDICINE - STROGER HOSPITAL</b> Internal Medicine	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	
<b>ATTENDING PHYSICIAN - CORRECTIONAL PSYCHIATRIST</b> Psychiatry	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	
<b>PHYSICIAN ASSISTANT I - MENTAL HEALTH - CERMAK HEALTH SERVICES SHIFT: VARIES</b> Psychiatry	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>ATTENDING PHYSICIAN 10 – DERMATOLOGY – STROGER HOSPITAL</b> Dermatology	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>ATTENDING PHYSICIAN SENIOR 12-RADIOLOGY- CERMAK HEALTH SERVICES</b> Radiology	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>ATTENDING PHYSICIAN 12 NON-INVASIVE CARDIOLOGY</b> Cardiology	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>ATTENDING PHYSICIAN SENIOR 6 - FAMILY MEDICINE - STROGER HOSPITAL</b> Family Medicine	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>ATTENDING PHYSICIAN SR. 6 - PEDIATRICS</b> Pediatrics	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>ATTENDING PHYSICIAN - CORRECTIONAL PSYCHIATRIST-PART-TIME</b> Psychiatry	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14
<b>ATTENDING PHYSICIAN 9 - MEDICINE/NEPHROLOGY - STROGER HOSPITAL</b> Nephrology	CCHHS Cook County Health and Hospital Systems Chicago, Illinois	11/17/14

CAREER  
MD

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VACANCIES ACROSS ALL  
SPECIALTIES AND SUBSPECIALTIES



RECRUITING FOCUS



COOK COUNTY HEALTH  
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## Residents and Fellows in Training in the Specialties listed below were invited to attend the event:

Emergency Medicine	Surgery	Psychiatry
Radiology-Diagnostic	Obstetrics and Gynecology	Anesthesiology
Transitional Year	Internal Medicine/Pediatrics	Neurology
Orthopaedic Surgery	Cardiovascular Disease (IM)	Physical Medicine and Rehabilitation
Urology	Otolaryngology	Endocrinology, Diabetes, and Metabolism (IM)
Gastroenterology (IM)	Dermatology	Neurological Surgery
Pulmonary Disease and Critical Care Medicine (IM)	Ophthalmology	Pulmonary Disease (IM)
Infectious Disease (IM)	Pathology-Anatomic and Clinical	Neonatal-Perinatal Medicine (PD)
Sports Medicine (FM)	Plastic Surgery - Integrated	Hematology and Oncology (IM)
Interventional Cardiology (IM)	Nephrology (IM)	Internal Medicine/Psychiatry
Pediatric Cardiology (PD)	Geriatric Medicine (IM)	Radiation Oncology
Vascular Surgery (GS)	Clinical Cardiac Electrophysiology (IM)	Cytopathology (PTH)
Thoracic Surgery	Child and Adolescent Psychiatry (P)	Nuclear Medicine
Plastic Surgery	Colon and Rectal Surgery	Geriatric Medicine (FM)
Pediatric Critical Care Medicine (PD)	Rheumatology (IM)	Vascular and Interventional Radiology (DR)
Hand Surgery (ORS)	Pain Medicine (AN)	Clinical Neurophysiology (N)
Hematology (PTH)	Surgical Critical Care (GS)	Vascular Neurology (N)
Vascular Surgery-Integrated	Adult Cardiothoracic Anesthesiology (AN)	Adult Reconstructive Orthopaedics (ORS)
Female Pelvic Medicine and Reconstructive Surgery	Hand Surgery (PS)	Neuroradiology (DR)
Orthopaedic Surgery of the Spine (ORS)		



# Operations Update

## December 5, 2014



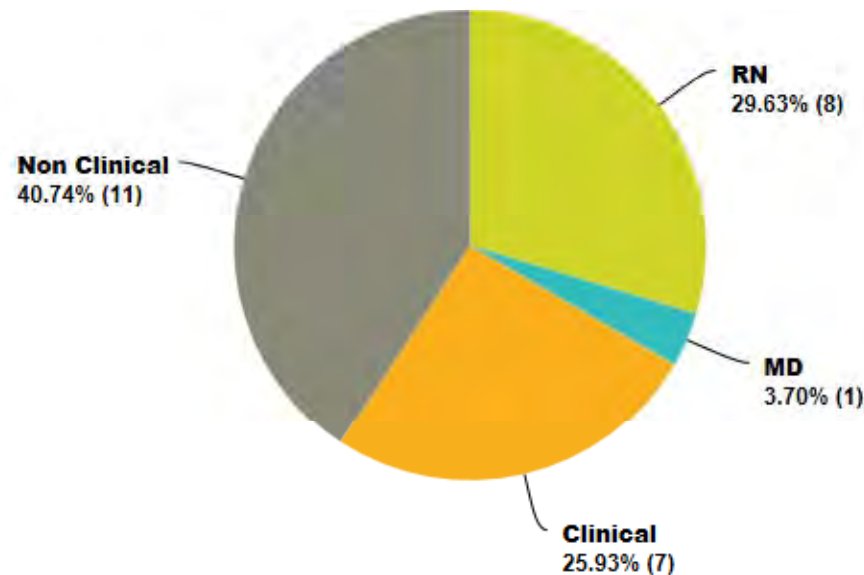
## Exit Survey Responses by Job Category

- 62 Surveys Sent\*
  - 37 via Email
  - 25 via Mail
- 27 Responses
- 44% Response Rate

\*Total Surveys sent since Sept 2014

### Response by Job Category

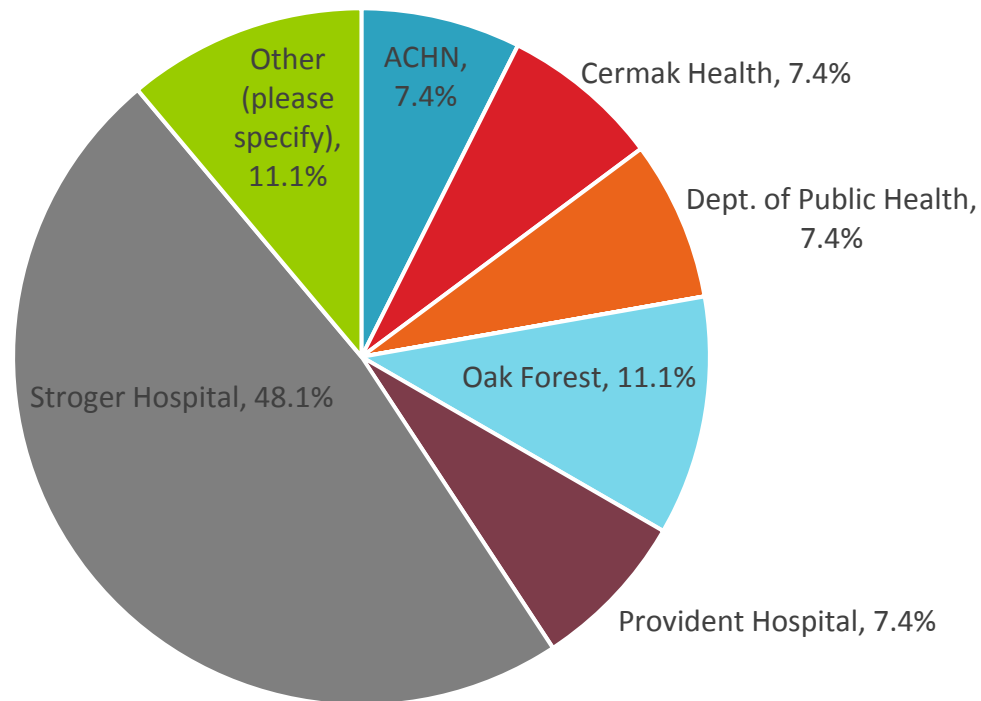
Answered: 27 Skipped: 0



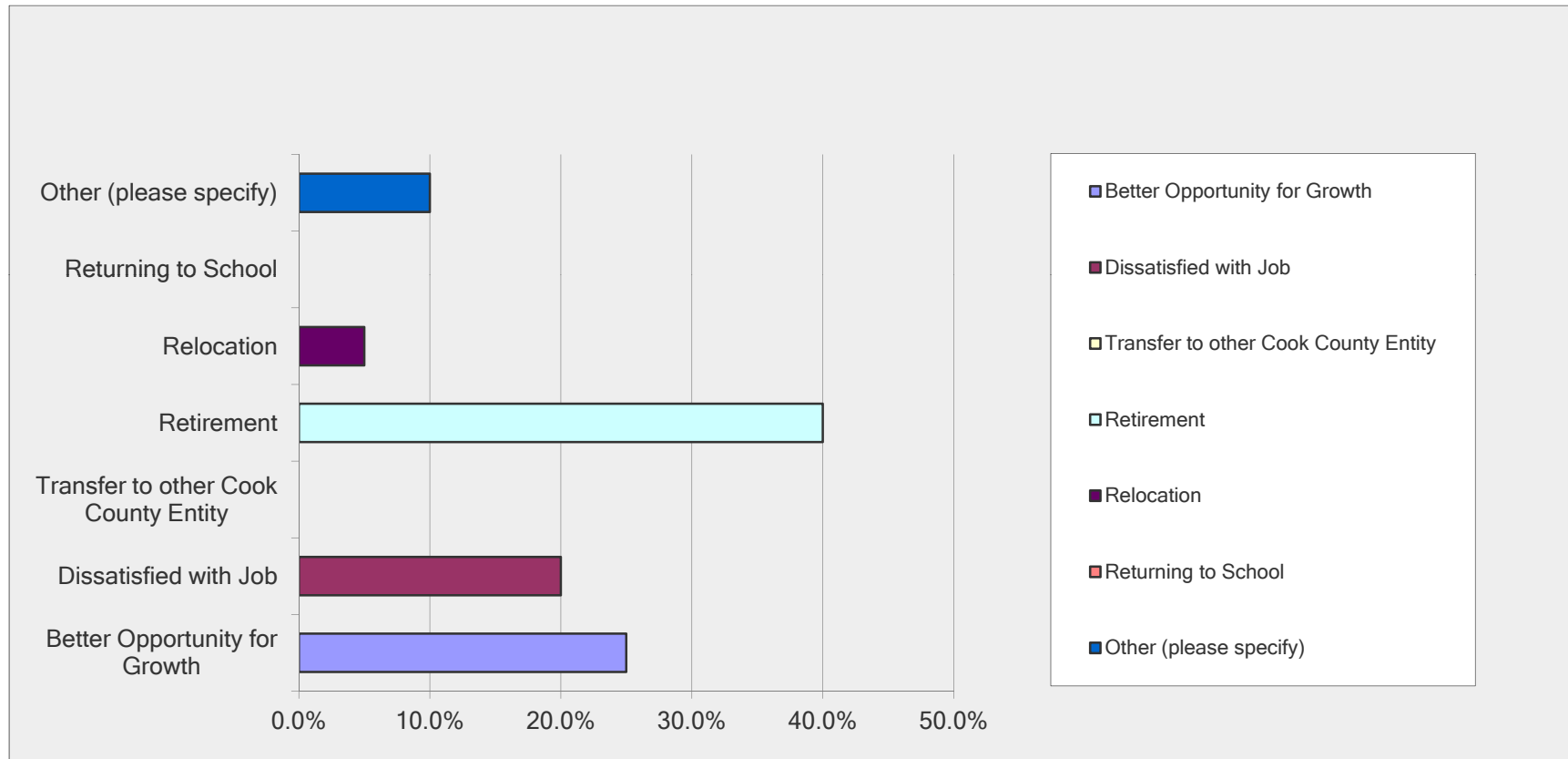
Answer Choices	Responses	
▼ RN	29.63%	8
▼ MD	3.70%	1
▼ Clinical	25.93%	7
▼ Non Clinical	40.74%	11
Total		27



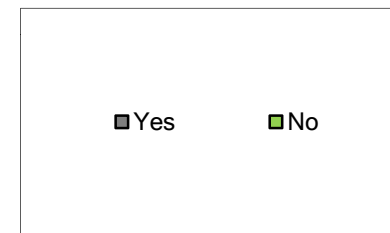
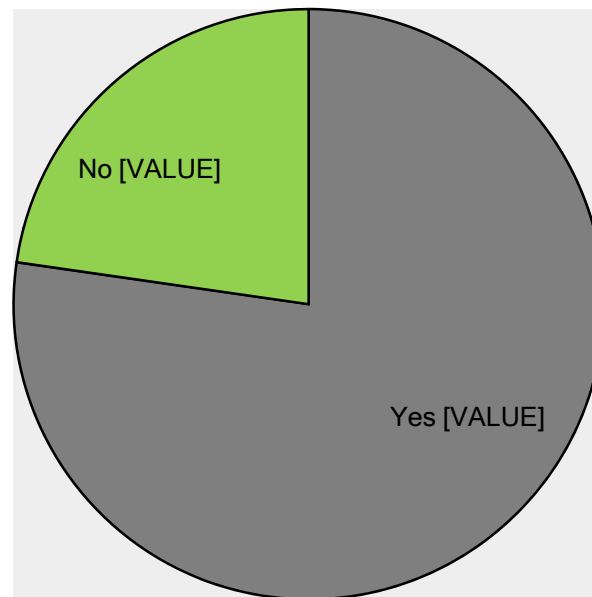
Please select the location below that best describes where you worked?



## Why have you decided to leave CCHHS?



## Would you recommend CCHHS as a Place to work to other Individuals?



### "If No Why Not?"

- ☐ I do not want to drive this far.
- ☐ Maybe - Depending on what career goals objectives the prospective employee was trying to achieve.
- ☐ I only know the goings on of one department. However, I would tell a prospective employee to ask the manager during the interview what the management style of the manager is, how performance is evaluation, how often and by who, what the lines of communication are, etc.



# Labor Update

## December 5, 2014





## Impact Bargaining Re Expanded Clinic Hours

- Received updated information from Ambulatory Leadership
- An Impact bargaining session was scheduled for 11/25/14 with Doctor's Council
  - The proposed schedule was well received
  - A follow up meeting is scheduled for 12/11/14
- We are scheduled to meet with SEIU (Healthcare Professionals, Technicians & Technologists) on 12/11/14
- We are waiting for AFSCME to confirm their availability to meet